



Workforce Strategy 2020/21-2021/22

One Point and Think Family Service

Together we can do

GREAT THINGS



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Introduction from Karen Davison, Strategic Manager, One Point & Think Family Service

The One Point and Think Family Service Workforce Development strategy sets out our vision for children and young people, which is that County Durham will be a great place for children and young people to grow up, and for Durham to be a place where all children are healthy, happy, safe and achieving their potential.

Children, young people and their families are at the centre of everything we do.

Our workforce is our most important asset. We know that we can only achieve good outcomes for children and young people with a stable, confident, knowledgeable and highly skilled workforce. Our workforce needs to be innovative and creative, able to build effective relationships with children, young people and families, and skilled in effective positive change.

This workforce strategy is part of our drive to create an environment where good quality practice can flourish. It focuses on the One Point and Early Help workforce, setting out how we will:

- ✓ Strengthen our culture of learning and improvement
- ✓ Ensure our senior management team is engaged with frontline practice
- ✓ Strengthen our culture of high expectation, high support and high challenge
- ✓ Ensure a consistent model of practice embedded across the whole service
- ✓ Recruit and retain a knowledgeable and skilled workforce
- ✓ Provide career progression opportunities for our workforce, whether they want to stay in frontline practice or move into management
- ✓ Strengthen knowledge and skills across the workforce by investing in continuing professional development

Our most important indicator of whether we are getting it right is what our workforce tells us. We are committed to regular and effective workforce engagement, and to using the outputs from this engagement activity to inform our plans, and to make changes where we are not getting things right.

I hope this strategy is helpful to you.

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Karen Davison
Strategic Manager, One Point Service

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228

People are employed by One Point and Think Family

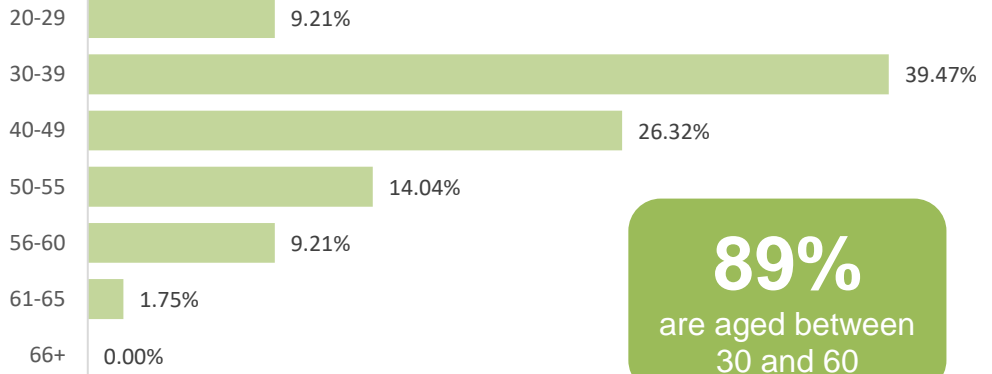


96%
are women

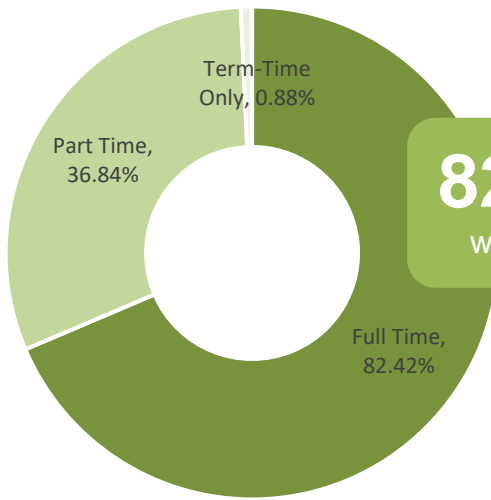


4%
are men

1.75%
have a longstanding illness or disability



89%
are aged between 30 and 60



82.42%
work full-time

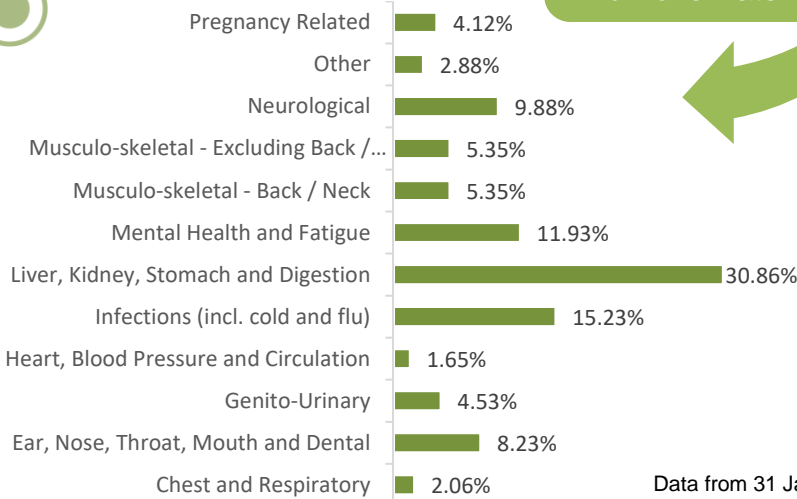


7.89%
vacancy rate

11.63 days
Average sickness over a year



9%
Turnover rate



Data from 31 January 2020

How is our workforce changing?

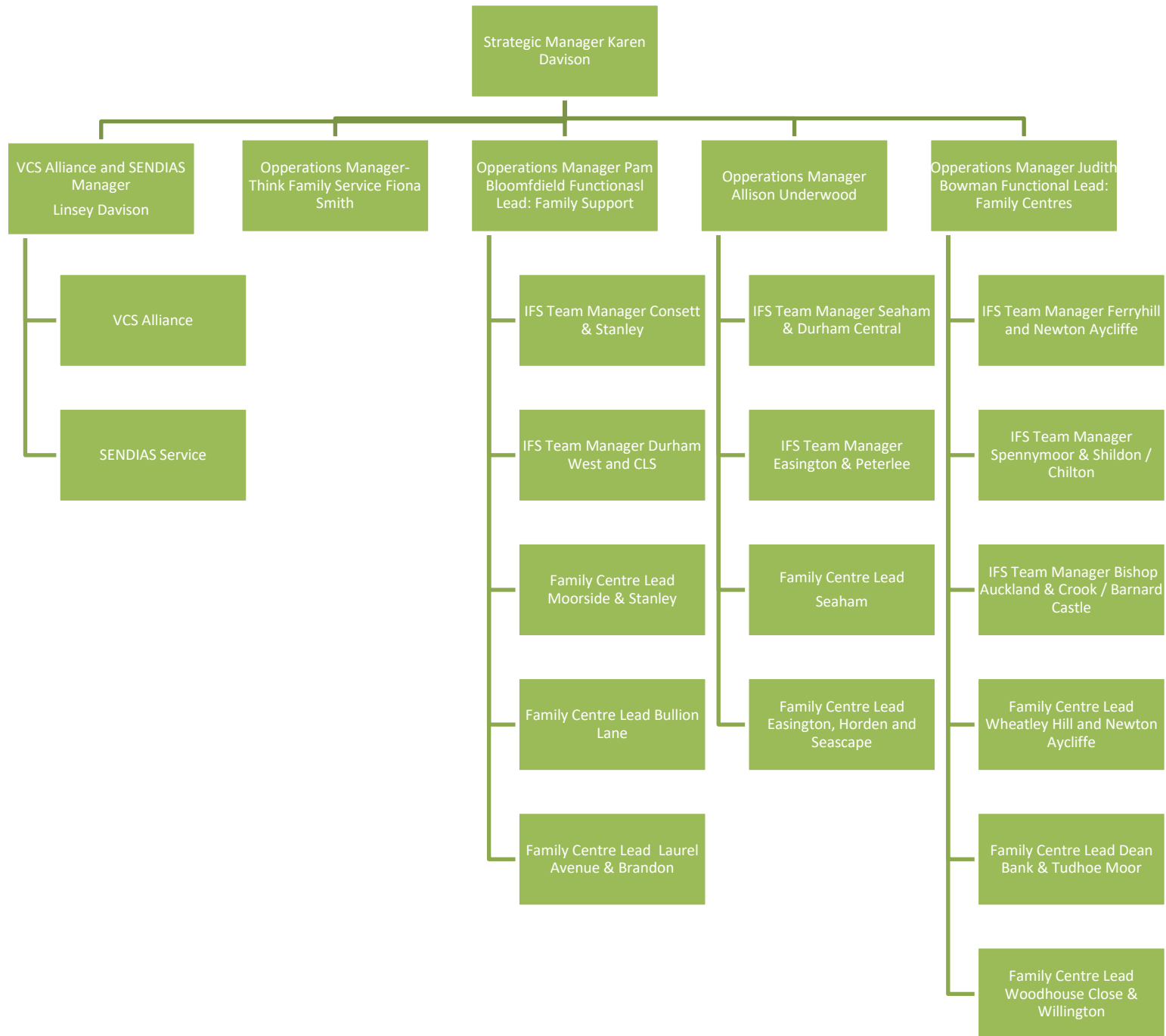
New Signs of Safety Coordinator Role

New Senior Early Help Advisor Role

SEND IAS now part of the service

Additional Troubled Families funding secured

Dedicated Workforce Development Team



Below are some of the highlights of Workforce Development which has been completed within the One Point and Think Family Service to date.

Leadership

- ✓ Revised leadership and management development programme
- ✓ Aspiring managers programme
- ✓ Strengthening managers programme
- ✓ Managers completing CMI Level 5 & 7
- ✓ Strengthened operations management team by adding an additional post

Knowledge and Skills

- ✓ Revised corporate training offer for all staff
- ✓ Courses on working with children, young people and families
- ✓ 2 x Think Family Trainers in post
- ✓ Reducing Parental Conflict Train the Trainer course delivered and multi-agency briefing sessions delivered
- ✓ Senior key worker role created to offer floating support
- ✓ Senior Workforce Development Officer in post for One Point and Think Family
- ✓ Recruitment of a Signs of Safety Coordinator to work across Early Help and Children's Services.

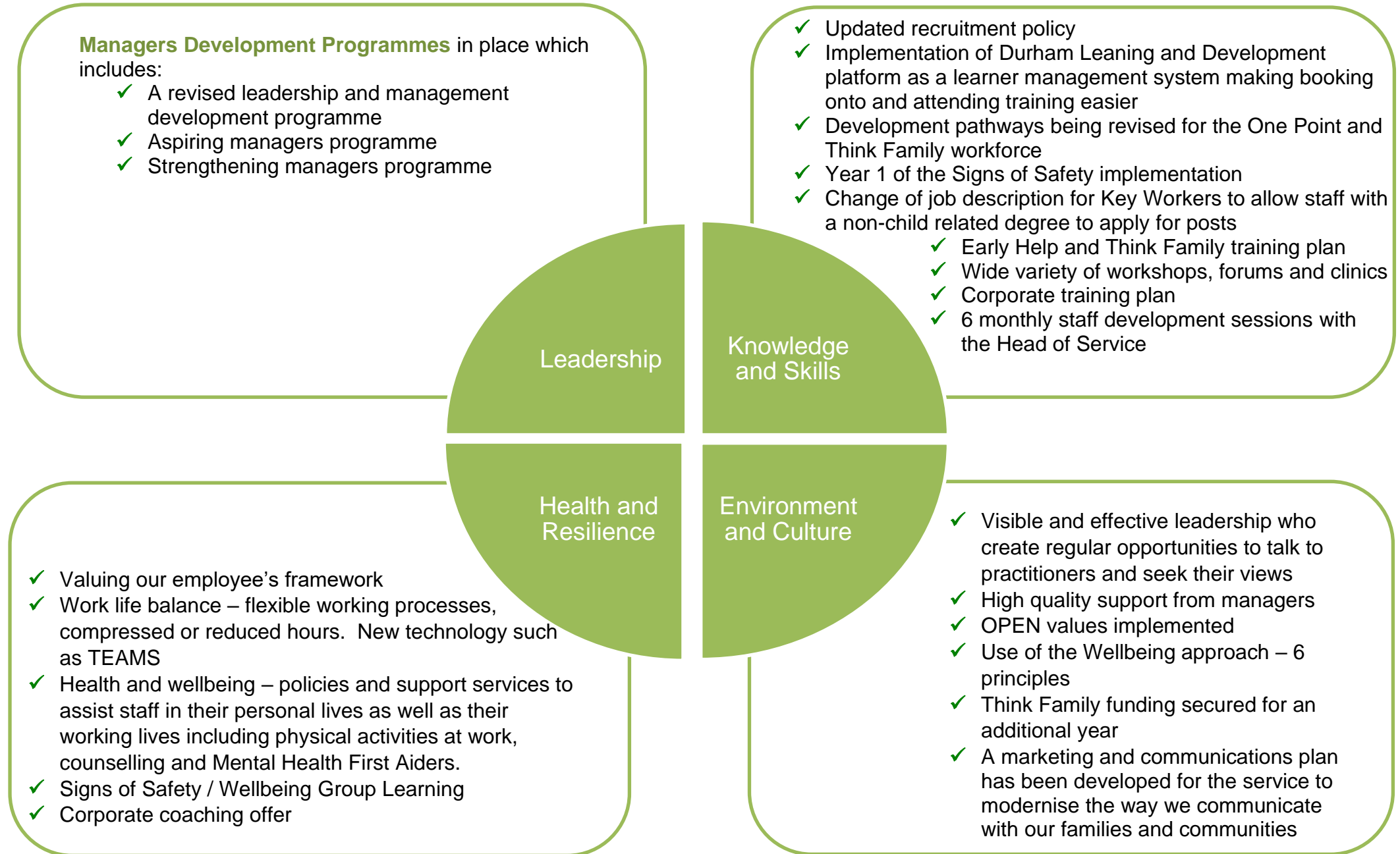
Environment and Culture

- ✓ OPEN Values launched
- ✓ Signs of Wellbeing as a practice model – Staff completing 2 and 5 day courses
- ✓ Practice weeks are taking place twice yearly to allow senior management team to focus on the quality of practice and the views of practitioners
- ✓ Practice Briefings are being held by the head of service twice yearly allowing practitioners to talk about developments and ask questions
- ✓ Encouraging practitioners to share their views through Quality Improvement Champions (QIC), Think Family Learning Networks and Early Help Forums.
- ✓ Celebrating Success through personal recognition and events
- ✓ Liquid Logic implemented as current recording system in Early Help

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Our workforce priorities aim to create a confident, creative, highly skilled and stable workforce who are able to build effective relationships with children, young people and their families to support them to make positive changes.

We want to:

- Enrol appropriate managers into management apprenticeships
- Engage managers in development programmes such as the Strengthening Managers Programme

We want:

- To offer high quality training and staff development in line with the specific locality needs and staff priorities
- To have updated career development pathways for frontline staff and managers
- To engage staff in practitioner and management apprenticeships
 - To build multi-skilled teams of practitioners who are well equipped to provide the support children, young people and families need
 - Implementation of the next stage of Signs of Safety into two One Point areas.

Leadership

Knowledge and Skills

We want:

- Staff to complete the Connect 5 Train the Trainers' course – Mental Health promotion training
- To roll out a new supervision policy including personal supervision, case supervision, observations and PDRs
- To monitor sickness absence and respond to areas of concern

Health and Resilience

Environment and Culture

We want our workforce to:

- Be led by strong, effective, visible leaders who work collaboratively and create the right conditions for effective practice
- Have manageable caseloads that promote effective relationships with children, young people and families
- Be driven by high aspirations for children, young people and families in Durham

Future Planning:

- Place Based Commissioning & Predictive analysis
- Locality Early Help Conversations
- Regular review, reporting on and responding to the workforce position